



# University of Idaho STRATEGIC PLAN **2007-2012**

# The University of Idaho

## STRATEGIC PLAN 2007-2012

The University of Idaho is an internationally recognized land-grant institution combining research, graduate, and professional education with a strong undergraduate base in the liberal arts and sciences.

### VISION STATEMENT<sup>1</sup>

Our *teaching and learning* activities seek to engage every student in a transformative journey of discovery and understanding. Our *scholarly and creative activity* aspires to generate knowledge that strengthens the scientific, economic, cultural, social, and legal foundations of an open, diverse, and democratic society. Our *outreach and engagement* facilitates lifelong learning and energizes the development of prosperous and environmentally sound communities, while enhancing the relevance and excellence of our academic enterprise. Programs in the arts and athletics aspire to high levels of accomplishment and visibility.

Our work is shaped by a passion for knowledge, innovation and creativity, by the rigor of high academic and ethical standards, by the attainment of each individual's full human potential, by the enrichment generated through diversity, and by the dissolution of cultural and organizational barriers. We are committed to improving our community, the communities we serve, and the facilities necessary for us to fulfill our vision and mission.

We emphasize quality and access, focusing our efforts on sustaining strong programs and investing resources in strategic directions that advance the interests of Idaho in an increasingly interdependent and competitive world. Through collaboration across strong academic disciplines, and through the creation of public, private, and community partnerships, we will undertake bold initiatives to promote science, technology, and their applications; to invigorate the liberal arts and sciences; to catalyze entrepreneurial innovation; to steward the natural environment; and to develop the design, lifestyles and civic infrastructures of sustainable communities.

### MISSION STATEMENT<sup>2</sup>

The University of Idaho is a high research activity, land-grant institution committed to undergraduate and graduate-research education with extension services responsive to Idaho and the region's business and community needs. The University is also

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<sup>1</sup> This Vision Statement was developed by key university leaders under the direction of President Tim White and Provost Doug Baker in the spring of 2006. (For more details see Appendix 1).

<sup>2</sup> This revised mission statement is in discussion by the Council for Academic Affairs and Programs (CAAP) and is proposed for approval by the State Board of Education this summer.

responsible for regional medical and veterinary medical education programs in which the state of Idaho participates.

The University of Idaho will formulate its academic plan and generate programs with *primary emphasis* on agriculture, natural resources, metallurgy, engineering, architecture, law, foreign languages, teacher preparation and international programs related to the foregoing. The University of Idaho will *give continuing emphasis* in the areas of business, education, liberal arts and physical, life, and social sciences, which provide the core curriculum or general education portion of the curriculum.

The institution serves students, business and industry, the professional and public sector groups throughout the state and nation as well as diverse and special constituencies. The University also has specific responsibilities in research and extension programs related to its land-grant functions. The University of Idaho works in collaboration with other state postsecondary institutions in serving these constituencies.

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Dr. Timothy White, President

Alignment with SBOE Goals & Objectives (listed below)	University of Idaho GOALS & OBJECTIVES	Anticipated Completion Date
	<b>Goal 1: Teaching and Learning</b> <i>Engage students in a transformational experience of discovery, understanding, and global citizenship.</i> <b>Context:</b> <i>Our graduates will live, work, compete, and prosper in a global and multicultural environment. Consequently, graduates must learn the substance of their studies and understand the values, perspectives, skills, and experiences that advance humankind.</i>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
Quality  Quality & Relevancy  Relevancy  Quality & Relevancy  Relevancy  Efficiency  Quality & Efficiency	<b>Objective A:</b> Build and sustain competitive advantages through innovative curricula of distinction. <b>Strategies:</b> <ol style="list-style-type: none"> <li>1. Develop learning outcomes at the University as well as at program levels for graduate and undergraduates.</li> <li>2. Use learning outcomes assessment pro-actively as a means to keep teaching and learning vital, contemporary, and grounded.</li> <li>3. Utilize distinctive Core curricula to engage students in participatory learning and to prepare them for the challenges of higher education.</li> <li>4. Expand partnerships with industry, government, schools, and foundations that emphasize active learning opportunities such as internships, practica, athletics, and the arts.</li> <li>5. Invest in field work and outreach as a means of contributing to learning and the land-grant responsibilities of the University.</li> <li>6. Develop flexible course schedules and year-round programs to meet student needs throughout the University.</li> <li>7. Establish curricular content that utilizes interdisciplinary student teams to solve complex learning tasks.</li> </ol>	July 1, 2007 Number and percent of programs  July 1, 2008 Number and percent of programs  PSR 6.2 Remediation Activity  Student Transfers between Institutions, especially within Idaho  Degrees and Certificates Awarded

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	<b>Goal 1: Teaching and Learning (cont.)</b> <i>Engage students in a transformational experience of discovery, understanding, and global citizenship.</i> <b>Context:</b> <i>Our graduates will live, work, compete, and prosper in a global and multicultural environment. Consequently, graduates must learn the substance of their studies and understand the values, perspectives, skills, and experiences that advance humankind.</i>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
Quality  Quality & Relevancy  Quality  Relevancy & Efficiency  Relevancy & Efficiency  Quality  Relevancy	<b>Objective B:</b> Develop effective integrative learning activities to engage and expand student minds. <b>Strategies:</b> <ol style="list-style-type: none"> <li>1. Enhance innovation, development, and recognition of high quality teaching and student learning.</li> <li>2. Expand opportunities for students to experience self discovery through hands-on activities such as graduate-level and undergraduate research, creative activity and service learning, national student exchanges, internships, education abroad, disciplinary competitions, and engagement in professional societies.</li> <li>3. Provide graduate and professional students with integrated experiences in teaching, research, creative activity, and outreach.</li> <li>4. Integrate educational experiences with the living and learning environments.</li> <li>5. Engage alumni and stakeholders as partners in student recruitment, retention, mentoring, learning, and post-graduation transitions.</li> <li>6. Engage students in personal mentoring and academic advising to facilitate their learning.</li> <li>7. Engage students, staff, and faculty in curricular and co-curricular activities that enhance our understanding of our place in a diverse local and global community.</li> </ol>	PSR 6.1 First-year Student Applications, Admissions and Enrollment  IPEDS Graduation Rate Survey (GRS)  NCAA Graduation Success Rate (GSR)  PSR 6.3 Licensure and Certification Pass Rates

Alignment with SBOE Goals & Objectives (listed below)	<p style="text-align: center;"><b>University of Idaho</b> <b>GOALS &amp; OBJECTIVES</b></p>	Anticipated Completion Date
	<p><b>Goal 2: Scholarly and Creative Activity</b></p> <p><i>Achieve excellence in scholarship and creative activity through an institutional culture that values and promotes strong academic areas and interdisciplinary collaboration among them.</i></p> <p><b>Context:</b> Most scientific, social, economic, environmental, legal, and political problems are partly embedded in a complex system of interlinking causes and effects. The University is strategically positioned to effectively address these complex societal issues through interdisciplinary collaboration.</p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
<p>Quality &amp; Efficiency</p> <p>Quality</p> <p>Quality &amp; Relevancy</p> <p>Access &amp; Quality</p> <p>Access &amp; Relevancy</p> <p>Access &amp; Efficiency</p> <p>Quality &amp; Relevancy</p>	<p><b>Objective A:</b> Promote an environment that increases faculty engagement in interdisciplinary scholarship.</p> <p><b>Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Establish administrative structures, policies, procedures, and incentives for faculty, departments, centers/institutes, and colleges to participate in interdisciplinary programs.</li> <li>2. Ensure that individual levels of effort in interdisciplinary programs and grants are adequately recognized by their department and college.</li> <li>3. Improve and strengthen faculty appointments, position descriptions, advancement, and recognitions to ensure interdisciplinary collaboration is attractive and effective.</li> <li>4. Increase hiring to strengthen interdisciplinary scholarship that advances the University's strategic themes and land-grant mission.</li> <li>5. Strengthen programs that encompass cultural, economic, legal, scientific, policy, environmental, and/or international dimensions.</li> <li>6. Establish, renew, remodel, and reallocate facilities that encourage collaborative interdisciplinary inquiry and provide access to information resources and innovative technologies.</li> <li>7. Increase grants that support interdisciplinary activities.</li> </ol>	Annual Externally-funded Research Report – Grants and Contracts by Category

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	<p><b>Goal 2: Scholarly and Creative Activity (cont.)</b></p> <p><i>Achieve excellence in scholarship and creative activity through an institutional culture that values and promotes strong academic areas and interdisciplinary collaboration among them.</i></p> <p><b>Context:</b> Most scientific, social, economic, environmental, legal, and political problems are partly embedded in a complex system of interlinking causes and effects. The University is strategically positioned to effectively address these complex societal issues through interdisciplinary collaboration.</p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
<p>Access &amp; Quality</p> <p>Quality &amp; Efficiency</p> <p>Quality</p> <p>Access &amp; Efficiency</p> <p>Quality &amp; Access</p> <p>Efficiency</p> <p>Relevancy</p> <p>Quality &amp; Relevancy</p>	<p><b>Objective B:</b> Emphasize scholarly and creative activities that support the University's strategic themes, the research-extensive and land-grant missions, and strategically important graduate and professional programs.</p> <p><b>Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Increase the number of competitive graduate assistantships.</li> <li>2. Improve and expand start-up packages and compensation that attract and retain a diverse, competitive faculty in the scholarly modes of discovery, application, integration, and teaching.</li> <li>3. Increase the number of endowed faculty positions and fellowships.</li> <li>4. Allocate physical and financial resources for operation, maintenance, safety, and security of technical infrastructure facilities.</li> <li>5. Strengthen library capacity, collections and technological innovation to improve access to information sources.</li> <li>6. Partner with faculty and staff from all disciplines and professions to provide grant processing management support, and proposal preparation assistance on proposals submitted to government agencies, private organizations and foundations, and industries.</li> <li>7. Enhance scholarly modes of discovery, application and integration that address issues of importance to the citizens, government, economy, and environment in the state of Idaho.</li> <li>8. Build strategic educational, research, and/or technological transfer activities regionally, nationally, and abroad.</li> </ol>	

Alignment with SBOE Goals & Objectives (listed below)	University of Idaho GOALS & OBJECTIVES	Anticipated Completion Date
	<b>Goal 3: Outreach and Engagement</b> <i>Engage with the public, private and non-profit sectors through mutually beneficial partnerships that enhance teaching, learning, discovery, and creativity.</i> <b>Context:</b> <i>The University has a long and strong history of extending agriculturally related teaching and research findings throughout the state. We seek to broaden that outreach and engagement to better link all academic areas of the University with the needs of constituents and stakeholders throughout Idaho.</i>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
Access & Efficiency  Quality & Relevancy  Access & Relevancy  Relevancy  Quality & Access  Relevancy  Relevancy  Efficiency  Access & Relevancy	<b>Objective A:</b> Build upon, strengthen, and connect the University of Idaho Extension with other parts of the University to engage in mutually beneficial partnerships with stakeholders.  <b>Strategies:</b> <ol style="list-style-type: none"> <li>1. Develop a coordinated university-wide funding strategy for University engagement that complements resources received from county, state, and federal sources.</li> <li>2. Build an organizational system that empowers, encourages, and recognizes scholarly engagement relevant to the issues and needs of Idaho and our region.</li> <li>3. Grow the capacity of the University to engage with communities by involving all faculty who have programs relevant to local, regional, national and international issues.</li> <li>4. Engage with communities and organizations through flexible partnerships that share resources and respond to needs and expectations.</li> <li>5. Partner with other educational institutions, industry, not-for-profits, and public agencies to enhance outreach delivery and quality.</li> <li>6. Foster key industry/business relationships that benefit entrepreneurship and social and economic development through innovation and technology transfer.</li> <li>7. Conduct periodic assessments of the needs of the state and work to address those needs.</li> <li>8. Integrate sustainability into all facets of community engagement and outreach.</li> <li>9. Broadly and intensively communicate the activity and impact of the University's engagement with society.</li> </ol>	PSR 1.7 Off-Campus Credit Hour Delivery  Annual Employer Satisfaction Survey  Periodic (3 to 5 yr) Undergrad and Graduate Alumni Surveys



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	<p><b>Goal 3: Outreach and Engagement (cont.)</b></p> <p><i>Engage with the public, private and non-profit sectors through mutually beneficial partnerships that enhance teaching, learning, discovery, and creativity.</i></p> <p><b>Context:</b> <i>The University has a long and strong history of extending agriculturally related teaching and research findings throughout the state. We seek to broaden that outreach and engagement to better link all academic areas of the University with the needs of constituents and stakeholders throughout Idaho.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
<p>Access</p> <p>Quality &amp; Relevancy</p> <p>Access &amp; Efficiency</p> <p>Access</p> <p>Access</p> <p>Access &amp; Efficiency</p>	<p><b>Objective B:</b> Deliver undergraduate, graduate, continuing professional education, and Extension programs and opportunities for life long learning.</p> <p><b>Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Design and implement an institutional system that promotes access to program/course delivery statewide and facilitates faculty in course/program design and development.</li> <li>2. Develop an array of academic and outreach programs based on community needs and University expertise.</li> <li>3. Determine effective program delivery modes as a function of site, available technology, partnerships, and learner characteristics.</li> <li>4. Implement a fee structure that provides adequate budgetary support based on a realistic costs matrix.</li> <li>5. Have programs and stakeholders reflect the faces and places of Idaho, including those who have been underserved or underrepresented.</li> <li>6. Grow and support community internships and service learning activity as opportunities for students and communities to engage for mutual benefit.</li> </ol>	<p>Annual Outreach and Public Service Report</p> <p>Annual Report on Collaboration with Other Organizations</p>

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	<p><b>Goal 4: Organization, Culture, and Climate</b></p> <p><i>Create and sustain an energized community that is adaptable, dynamic, and vital to enable the University to advance strategically and function efficiently.</i></p> <p><b>Context:</b> <i>To implement the first three goals of the strategic plan requires an organization adaptive to change and opportunity, and a community characterized by openness and trust. The University needs to create formal and informal organizational structures, policies, and processes that enable us to be effective while also fostering a climate of participatory decision making and mutual respect. The success of the change processes will be enhanced if they are conducted in an open, welcoming climate that enhances our ability to work through difficult issues in a respectful manner.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
<p>Relevancy</p> <p>Quality</p> <p>Quality &amp; Access</p> <p>Efficiency</p> <p>Efficiency</p> <p>Quality &amp; Relevancy</p> <p>Relevancy &amp; Efficiency</p>	<p><b>Objective A:</b> Sustain and enhance a positive work climate to enhance the quality of University life.</p> <p><b>Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Develop a socially healthy and welcoming environment characterized by trust and respect that allows for open communications about difficult issues and differences.</li> <li>2. Ensure that the University is a safe work and educational environment for its employees and students through proper training and monitoring.</li> <li>3. Recruit and retain a diverse body of students, staff, and faculty to enrich the quality of the University's activities.</li> <li>4. Align employees' position descriptions and reward structures with institutional priorities.</li> <li>5. Create formal and informal opportunities for students, staff, and faculty to learn from each other and build meaningful collaborations.</li> <li>6. Provide all new students and employees the opportunity for diversity and cultural competence training as a component of their initial orientation and offer ongoing training for all students, staff, and faculty.</li> <li>7. Provide ongoing opportunities for self discovery and personal and professional growth through cultural, social, recreational, diversity, wellness, and continuing professional development programming.</li> </ol>	

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	<p><b>Goal 4: Organization, Culture, and Climate (cont.)</b></p> <p><i>Create and sustain an energized community that is adaptable, dynamic, and vital to enable the University to advance strategically and function efficiently.</i></p> <p><b>Context:</b> <i>To implement the first three goals of the strategic plan requires an organization adaptive to change and opportunity, and a community characterized by openness and trust. The University needs to create formal and informal organizational structures, policies, and processes that enable us to be effective while also fostering a climate of participatory decision making and mutual respect. The success of the change processes will be enhanced if they are conducted in an open, welcoming climate that enhances our ability to work through difficult issues in a respectful manner.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
<p>Quality &amp; Efficiency</p> <p>Efficiency</p> <p>Efficiency</p> <p>Quality &amp; Relevancy</p> <p>Efficiency</p> <p>Relevancy &amp; Efficiency</p>	<p><b>Objective B:</b> Sustain and enhance an organizational structure, policies, and procedures that enable the University to attain its other goals.</p> <p><b>Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Advance an attitude of making choices, taking actions, and developing mechanisms for making investments in people, programs, places, and processes.</li> <li>2. Reduce academic, structural, and administrative barriers and enhance rewards for collaboration across the University in all of its locations.</li> <li>3. Employ best practices and distribute authority-responsibility-accountability to efficiently and effectively manage the people, programs, and places of the University.</li> <li>4. Enhance accountability measures and employ them to assess our progress on strategic issues.</li> <li>5. Build strong support from the public sector and private donors to accelerate the attainment of our University goals.</li> <li>6. Utilize the athletic and art programs to enhance the visibility and image of the University through competitive and integrity-based programs that unite students, faculty, staff, alumni, and their communities.</li> </ol>	

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	<p><b>Goal 4: Organization, Culture, and Climate (cont.)</b></p> <p><i>Create and sustain an energized community that is adaptable, dynamic, and vital to enable the University to advance strategically and function efficiently.</i></p> <p><b>Context:</b> <i>To implement the first three goals of the strategic plan requires an organization adaptive to change and opportunity, and a community characterized by openness and trust. The University needs to create formal and informal organizational structures, policies, and processes that enable us to be effective while also fostering a climate of participatory decision making and mutual respect. The success of the change processes will be enhanced if they are conducted in an open, welcoming climate that enhances our ability to work through difficult issues in a respectful manner.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
<p>Quality &amp; Access</p> <p>Access &amp; Relevancy</p> <p>Relevancy &amp; Efficiency</p> <p>Quality</p> <p>Quality &amp; Efficiency</p>	<p><b>Objective B:</b> Sustain and enhance an organizational structure, policies, and procedures that enable the University to attain its other goals.</p> <p><b>Strategies: (cont.)</b></p> <ol style="list-style-type: none"> <li>7. Develop a fund raising effort across the University and its constituents to generate and sustain the resources necessary to implement the strategic plan.</li> <li>8. Enhance the efforts of our valued alumni, friends, advisory board members, and volunteer organizations in attracting and retaining students and generating gifts to support the advancement of the University goals.</li> <li>9. Strengthen financial and administrative operations so that they meet the needs of faculty, staff, and students, and those of our constituents and stakeholders.</li> <li>10. Establish facilities that encourage collaborative interdisciplinary inquiry using informational resources and innovative technologies.</li> <li>11. Foster a university that is academically, culturally, fiscally, and environmentally sustainable.</li> </ol>	

## **Appendix 1: Development of the 2007-2012 Strategic Plan**

In early 2004, a Vision and Resources Task Force was appointed by President White to examine the future of the institution. The Task Force undertook a broad examination of the university's mission and in September 2004 presented the report detailing the extensive study of the committee's work <http://www.vrt.uidaho.edu/home/>. The report presents ideas and recommendations for a long term design for the University that is based upon a shared vision, a commitment to excellence, and that is attendant with the necessary budget cuts, reallocations, and possibilities of revenue generation. On February 11, 2005, President White, building on the Task Force's work, presented a new vision and mission statement to the University community outlining the University of Idaho's distinctive future values and aspirations:

The University of Idaho will be an internationally respected, land-grant research, undergraduate, graduate and professional education institution with a strong foundation in the liberal arts and sciences. We will emphasize strategically selected programs to serve and benefit the people of Idaho, the United States, and the world. We will demonstrate excellence by: being student-focused; sharing passion for knowledge and discovery; expecting innovation and creativity; establishing a barrier-free community; making a difference to the people of Idaho, the nation, and the world; and being self actualizing. We seek to serve and inspire the people of Idaho and the world as one of America's distinctive land-grant universities.

As Idaho's flagship research and land-grant University, we aspire to continue to be internationally recognized as a student-centered university with distinctive undergraduate, graduate, and professional programs in instruction, research and creative activity, and engagement through outreach. On a foundation of liberal arts and sciences, the University of Idaho delivers programs of study in: Law, Business, Engineering, Education, Agriculture, Life, Physical and Social Sciences, Architecture, and Natural Resources. The University of Idaho supports the creative and performing arts, intercollegiate athletics, recreational sports, and an enriched and engaged student campus life experience. The University of Idaho provides knowledge for the good of Idaho and beyond in its capacity as the intellectual capital central to Idaho's prosperity, preparing graduates to lead the global economy with a foundation of liberal arts and sciences. Our students will have the capacity to think broadly and critically, adapt to diverse environments, and have integrity and analytical skills for prospering in an increasingly complex world. The University of Idaho aspires to excellence through a diversity of ideas, faculty, staff, and students. We will hold true to our principles of ethical behavior of integrity, accountability, responsibility, openness, transparency, and truth.

Formal adoption of mission changes occurs every two years as part of the State Board of Education's eight-year plan revision process. Formal revisions to the University of Idaho mission statement will be made in the summer of 2007.

Provost and Executive Vice President Baker continued this work and led a strategic planning effort beginning in August of 2005. The planning process built on 11 previous studies and reports.

The first draft of the strategic plan was developed by the Provost's Council which is composed of deans, vice provosts, and the Vice President for Research. In October 2005, the plan was presented for discussion to the university and a number of stakeholders. It was formally reviewed by the Faculty Council, Staff Affairs Committee, Associated Students of the University of Idaho, Graduate and Professional Student Association, Student Bar Association, faculty and staff at the university's centers in Boise, Coeur d'Alene, and Idaho Falls and selected advisory board members. In addition, a request for comments and revisions was e-mailed to university faculty and staff members. The resulting feedback influenced revisions to the draft plan that was vetted through meetings of the Provost's Council and President's Cabinet in December 2005 and January 2006.

The final draft was accepted by the President in February of 2006. Implementation began in February with a call to faculty, staff and students to serve on university-wide implementation teams for each of the four goals in the strategic plan. In addition, budget hearings were held in the first week of March in which vice presidents, deans, and directors gave presentations on how they were going to link their budgets to the strategic plan in the early stages of the implementation process. Annual reviews for the deans and vice provosts will also be linked to progress toward attaining goals in the strategic plan. Much work is yet to be done, but the strategic plan offers good compass points to guide the direction of the university.

In consort with the strategic planning activities there has been a reinvestment process in key multidisciplinary areas of the university. In President White's February 11, 2005 Plan for Renewal, five areas of focus were identified: promoting science and technology, advancing liberal arts and sciences, catalyzing entrepreneurial innovation, stewarding the environment, and understanding sustainable design and life style. In the fall of 2005, a request for proposals for multidisciplinary research projects in these five areas was sent to the university community. Following a number of workshops and on-line discussions in the fall, 43 pre-proposals were submitted to a Blue Ribbon Committee for review. Those 43 were reduced to eight finalists who were invited to submit full proposals. Late that spring semester, five proposals were chosen for funding. The projects will split \$1 million per year for five years. This process has led to a great deal of collaboration and cross-talk in multidisciplinary areas across the institution and its many locations. We hope to raise money to do more of these projects in coming years.